

DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND
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DARCOM PAMPHLET

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Security Assistance

QUALITY ASSURANCE TEAM (QAT)

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PREFACE

The Quality Assurance Team (QAT), has a very important mission that has great potential to be a most positive force in improving customer relations.

All of your efforts, actions and accomplishments, while performing the QAT function, are additive to the customer's total evaluation of our responsiveness and reputation. The conduct and professionalism exhibited by the QAT while in customer countries, both on and off duty, must be of a level that reflects credit upon individual members, the team and presents a proper image of the United States Army.

This pamphlet is intended to provide guidance and assistance in the planning and conduct of the QAT mission and after action requirements.

Relative to personnel security, be aware that no nation or individual is immune from acts of terrorism. The likelihood of terrorist incidents varies from country to country depending upon the stability of the local government and/or the degree of frustration of the terrorist group. The possibility that QAT personnel travelling abroad will confront a terrorist act is statistically slight. Nonetheless, the problem is significant due to the nature of such confrontations. QAT personnel, therefore, must be constantly on the alert to the possibility of terrorist attacks and maintain a low profile in performance of their mission.

As the Commander, United States Army Security Assistance Center, I wish you good luck in your mission and a safe and speedy return to the United States.

CLAUDE M. KICKLIGHTER
Major General, USA
Commander, USASAC

CHAPTER I

GENERAL

1-1. General. a. Quality Assurance Teams (QATs) are offered as a line item in DD Form 1513 (US DOD Offer and Acceptance) (AR 12-8), as a contracted service paid for by Security Assistance (SA) customers. The line cost is based on all actions that must be accomplished in support of the materiel being delivered from the planning phase through after-action requirements.

b. When QATs are offered to SA customers through Foreign Military Sales (FMS) cases, and the customer indicates no desire to pay for the QAT line, a QAT may be paid for through FMS administrative funds if a determination is made by HQDA that fielding a team is in the best interest of the US Government.

c. For Grant Aid (GA) endeavors, the same principle applies in that the customer's GA funds will normally be utilized.

d. Proponency for QATs is vested within Headquarters, USASAC. For any information relative to QATs, contact USASAC, DRSAC-OQ, NCAD, PA 17070, AUTOVON 977-6684.

1-2. Purpose. a. To prescribe US Army Security Assistance Center (USASAC) policies and procedures for operation of the Quality Assurance Team (QAT); and to assure the quality for materiel/equipment delivered to customers is as intended and satisfies the requirements of Headquarters, US Army Materiel Development and Readiness Command (DARCOM).

b. To prescribe the responsibilities within the DARCOM complex for accomplishing the objectives of the QAT.

c. To assure that weapon systems/materiel supplied under Security Assistance procedures are received by the customer in the condition and at the quality level as prescribed in Letter of Offer and Acceptance (LOA). Unless otherwise specified in the LOA, materiel will meet all requirements for condition code "A", and will be suitable for issue without qualification.

1-3. Scope. This pamphlet applies to Headquarters, US Army Materiel Development and Readiness Command (DARCOM); DARCOM major subordinate commands (MSCs) including their subordinate installations; depots and activities; and separate installations reporting directly to Headquarters, DARCOM.

1-4. Concept. Terms that are used to designate selected shipments as program to assure quality shipments are as follows:

a. Impact shipments. Shipments designated to attain a desired political and/or military objective. Such shipments require expedited handling and rigid adherence to stipulated time schedules. (Impact shipments may be shipments of special interest to the President or Executive Office of the United States, the State Department, the Office of the Secretary of Defense, or Headquarters, Department of the Army (DA).

b. Special area shipments. Materiel shipments designated by HQDA on a case-by-case basis, which require special handling for political, military, economic, sociological, or psychological reasons.

c. Introductory shipments. Shipment of major end items/weapons systems introduced into a country for the first time.

d. Complex materiel shipments. Materiel shipments of a technological complexity that require highly skilled technical support. For the purpose of this pamphlet, such shipments include, but are not limited to, missile or weapons systems, communications and radar systems, fire control systems, tanks, selfpropelled artillery, aircraft, powered boats, construction equipment, power generating equipment and aeronautical ground equipment.

e. High dollar-value shipments. Major end items/weapons systems shipments of a total dollar value of \$5 million or more.

f. Command shipments. Materiel shipments that do not fit into any of the above definitions but have been specifically designated as Security Assistance Program to Assure Quality shipments by Headquarters, DARCOM, due to reasons such as Grant Aid materiel for which QATs are not funded through FMS cases, materiel which has history of problems or for materiel fielded for the first time for Security Assistance purposes.

1-5. Objectives. The objectives of the QAT are to:

a. Protect the interest of the US Government and the customer by:

(1) Verifying that the quality, condition and operational aspects of the materiel/equipment meets the prescribed serviceability standards, requirements and conditions of the FMS case.

(2) Provide hands-on repair capability to facilitate the most desirable results in completion of mission and allow correction of technical failures as they are detected.

(3) Demonstrate to appropriate United States in-country representative (MILGROUP, MAAG, JUSMAT and/or ODC) and the customer that items delivered meet the prescribed requirements and conditions for materiel supplied under Security Assistance Programs.

(4) Observe the functions of outloading/offloading operations, report adverse conditions to proper port authorities, and request corrective action if processed operations are causing damage to materiel/equipment.

(5) Assure prompt feedback of information to depots, activities, other Government agencies and contractors for corrective action as appropriate.

(6) Assure that prompt and effective follow-up action is accomplished.

(7) Enhance the stature of the United States Government by fostering good customer relations, improving customer service and resolving materiel/equipment problems.

(8) Render full, efficient and industrious service in the performance of assigned mission.

1-6. Policy. a. It is DOD policy that the condition of defense articles shipped to foreign nations under the Security Assistance Program reflects credit upon the United States (ARs 12-8 and 12-10). Any deviation from the condition specified constitutes materiel not as intended and customer concurrence is required prior to shipment authorization. It is recognized that in some instances agreements are made for shipments of materiel in an "as is" condition or with "dress up" maintenance applied. In such cases, QATs are generally not used; however, when used, the team will assure the customer that the terms of the agreements have been met.

b. The number of materiel items observed in deprocessing and checkout will vary with each case. The inspection will, as a minimum, include at least ten percent of each type of materiel from each shipping source, but they may be modified on a case-by-case basis as the customer desires. Inspection by the team may be limited if the recipient plans to place the materiel in storage for an extended period of time prior to deprocessing and use. In the case of aircraft or armor, 100 percent deprocessing is generally required.

1-7. References. a. DODI 4155.1

b. DOD 4500.32-R

c. ARs 1-40, 12-1, 12-8, 12-10, 12-12, 37-60, 55-38, 55-355, 750-55, 795-27, and 795-28.

d. AMCRs/DARCOM-Rs 12-2, 600-2, 700-6, 700-34, 702-3, 702-7, and 735-5.

CHAPTER II

COMMAND/DEPOT ROLE AND RESPONSIBILITIES IN FIELDING QATS

2-1. DARCOM major subordinate commands (MSCs) assigned primary responsibility for the end item will:

a. Determine whether shipments of GA/FMS materiel/equipment scheduled for delivery to foreign customer country qualify for a QAT under the definitions contained in this pamphlet and DARCOM-R 12-2.

b. Provide information/instructions to depot, activities (United States contractor when appropriate) announcing selection of a shipment requiring QAT participation. Define size of team, technical skill/expertise required, nature and magnitude of task, duration of stay and country to be visited, and any special instructions relating to the proposed visit.

c. Nominates, in concert with the Directorate for Product Assurance, a technically qualified individual skill in the use of diplomacy and decorum to perform as the QAT chief.

d. Notify, in advance, the United States Government in-country representative (i.e., embassy, consulate, MILGROUP, MAAG, JUSMAT, ODC, etc.) of the planned QAT mission. Announce its purpose, proposed technical composition and approximate duration of visit. Request concurrence of visit, country clearance and administrative support for QAT members while in-country. Give advice and periodically update information relative to movement of assets, such as, sailing date, estimated time of arrival (ETA) in-country (i.e., port of entry, etc.).

e. Prepare/issue letter of instruction to QAT chief in accordance with DARCOM-R 12-2.

f. Interface/coordinate with Commander, USASAC (DRSAC-OQ3 in the preparation/presentation of orientation briefings to QAT members.

g. Designate and broadcast point of contact (POC) within the organization to assist/facilitate and coordinate administrative arrangements and required actions in support of the QAT mission.

h. Notify the Commander, USASAC (DRSAC-OQ) of all pertinent data relative to the QAT mission in accordance with DARCOM-R 12-2.

i. Provide funding guidance as required.

2-2. Depot/activities. Commanders of dePots, arsenals, activities and installations supporting DARCOM MSCs will:

a. Develop and maintain a cadre of highly qualified personnel who are mature, stable, and psychologically suited to support and participate as team members of QAT mission(s), subject to adverse conditions and harsh environments worldwide.

b. Select the best qualified candidates with the technical skills/expertise and hands-on experience of item(s) announced by the MSCs, for support of the QAT mission.

c. Maintain the candidates (prime/alternate) selected by management to support a specific QAT mission forecasted by the MSCs in a state of readiness, with up-to-date passports, visas, Geneva convention cards, immunizations and any other administrative requirements necessary to perform OCONUS travel in supporting the MSCs in the accomplishment of the QAT mission.

d. Advise the MSCs through the POC/QAT chief of any proposed/scheduled change(s) in candidates, conditions, test equipment, tool sets and any special facilities required by team members to accomplish the QAT function.

e. Assure that each member participating in QAT is provided an orientation briefing on the country to be visited, outlining limits of authority, required mission contribution, responsibilities and conduct expected of each QAT member in the accomplishment of the mission objective.

f. Notify the MSCs Security Assistance IL directorates or Quality Assurance directorates of the designated POC within the organization, to facilitate administration and to provide a central point for rapid response to the MSCs request for provisioning of personnel, supplies and other services in support of the QAT mission. An information copy of any/all QAT message traffic will be furnished the Commander, USASAC, ATTN: DRSAC-OQ.

CHAPTER III

QAT FUNCTION - GENERAL

General.

a. The following chart with narratives thereto provides guidance for conduct of the QAT from planning stages through all actions required for successful completion of the mission.

b. The chart and narratives can be viewed as the twenty-four steps to a successful mission. Care should be exercised to assure that all elements are provided for.

QAT FUNCTION

PROVIDE FOR QAT IN 1513 1	SCHEDULE QAT W/DELIVERY 2	DEFINE SKILL REQUIREMENTS 3	REQUISITION SKILLS FROM DARCOM RESOURCES 4	PREPARE PLAN OF ACTION 5	ADVISE TEAM MEMBERS OF ROLE 6
Page 3-3 Para. a	Page 3-4 Para. 2c	Page 3-4 Para. d	Page 3-4 Para. e	Page 3-5 Para. f	Page 3-5 Para. g
TRACK SHIPMENT THRU ILSDP 7	ISSUE INSPECTION INSTRUCTIONS SOURCE 8	PERFORM QUALITY CHECK AT PLANT/ DEPOT *p 9	VERIFY PRES/ PKG. 10	PERFORM PORT INSPECTION *p 11	ADVISE CUSTOMER OF ARRIVAL DATE 12
Page 3-5 Para. h	Page 3-6 Para. i	Page 3-6 Para. j	Page 3-7 Para. k	Page 3-7 Para. l	Page 3-8 Para. m
ENTRANCE PROTOCOL BRIEFS 13	CALL TEAM FORWARD AS APPROPRIATE 14	MONITOR OFFLOADING *p 15	ASSIST IN LOADING CARRIERS 16	INITIATE QAT DEPROCESSING 17	DEMONSTRATE PROCEDURE/ INVENTORY 18
Page 3-8 Para. a	Page 3-9 Para. b	Page 3-9 Para. c	Page 3-10 Para. d	Page 3-10 Para. e	Page 3-11 Para. f
DEMONSTRATE ITEM SERVICEABILITY *p 19	REPAIR OR TAKE CORRECTIVE ACTION *p 20	ASSIGN LIABILITY GIVE ROD ADVICE 21	ADVISE OF PROBLEMS VIA SITREP 22	EXECUTE SMU/ PREPARE REPORT 23	TAKE FOLLOW-UP CORRECTION ACTIONS FURNISH TR 24
Page 3-12 Para. g	Page 3-12 Para. h	Page 3-13 Para. i	Page 3-13 Para. j	Page 3-14 Para. k	Page 3-14 Para. l

*p - PHOTOGRAPHS

QAT CONDUCT OF OPERATIONS

3-1. CONUS a. Provide for QAT in DD Form 1513 (LOA).

(1) Consideration for offering of a QAT begins with formulation of DD Form 1513. QAT efforts are paid for by the customer by providing a QAT line in the sales case. In determining whether a QAT should be offered, consideration should be given to the type of shipment, whether high-dollar value or highly complex; initial delivery; the type materiel offered; political sensitivity; or other factors. A rule of thumb is "when in doubt, include the QAT and cost thereof in the LOA," since the customer has the option of accepting or declining.

(2) QAT costs offered as a case line, should consist of all cost associated with the total function and as prescribed in AR 37-60.

(3) Cost for preshipment inspection (PSI), a distinctly different type of inspection used only in special cases, should not be included under QAT costs. PSI costs, if appropriate; are pro-rated with cost of each unit delivered and rolled up in cost of end items (DARCOM-R 702-3, Change 1).

(4) Product Assurance managers should provide advice and recommendations on QAT services to Director of SA (IL) personnel at time of case formulation.

(5) The QAT clause used in LOA has been reviewed and its use concurred on by DARCOM Office of the Command Counsel. This clause should not be modified. It should be included in its form as follows in paragraph b (1) below.

b. Quality Assurance Team (QAT).

(1) This service provides for a team to accompany the materiel when delivered in-country. The team members will accomplish quality checks, monitor on-loading operations in CONUS, as necessary, observe offloading in purchaser country, provide advice as necessary in deprocessing, testing and re-assembly operations, and assist with technically qualified specialists to assess physical and operational aspects of the materiel in order to demonstrate that it is in accordance with terms of the case. The team is not required to conduct operator or maintenance training. The team chief will conclude this service by executing a Statement of Mutual Understanding with purchaser, indicating agreements reached as to condition and completeness and, if necessary, determine those further actions required for resolution of problems verified at deprocessing location. The estimated costs provide for travel, salary and associated costs and per diem expenses of the team. However, the purchaser will be billed only to the extent that costs are incurred by the United States Government.

(2) This clause is all inclusive and, as stated, covers all operations such as port visits, quality checks, etc. To breakout and cost separately for

items such as port visits constitutes a dual change. Separate breakout of functions is not authorized. This does not, however, preclude MSCs from adding notes to a case which provide details such as number of personnel, tenure of QAT, etc.

c. Schedule QAT with delivery of items.

(1) Delivery schedules are projected in the LOA. They are also reflected in the International Logistics Supply Delivery Plan (ILSDP) prepared by each readiness command.

(2) QAT chiefs will predicate plans on all available information in order to give advice to in-country personnel concerning delivery details and times necessary to receive QAT. The planning also includes provisions for all interim actions/checks required prior to materiel release to freight forwarders or the Defense Transportation System (DTS).

d. Define skill requirements. The lead MSC shall determine what skills are required to place the materiel offered into operational/serviceable condition. Teams shall not be augmented with non-technical personnel. For fielding a tank, typical skills would include mechanical, artillery, turret, fire control, communications, track and vehicle expertise. For a jeep shipment, a one-man effort with required expertise may suffice. If a jeep is fielded with communications equipment, an electronics knowledgeable person may also be required. QAT chief should have expert overall technical knowledge of materiel offered.

e. Requisition skills from DARCOM resources.

(1) Appointed QA Team Chief shall requisition skills for team composition from all available resources such as subordinate commands, depots, proving grounds or arsenals in order to provide technical hands-on repair expertise for involved materiel.

(2) Care should be exercised in selection of personnel to assure that only mature, qualified persons, physiologically and psychologically suited for the team function, are selected. It shall be assured that team candidates are in good health and emotionally suited to withstand extreme environments and non-standard work hours and conditions--to include substandard temporary living quarters as well as water and diet changes.

(3) In addition, team candidates should be fully aware of their required mission contribution. In this regard, DARCOM-Rs 702-3 and 12-2 are considered required reading. The team chief will advise each member, orally or in writing, of responsibilities prior to actual work at final location.

(4) When assigned as a QAT member, individual shall immediately process travel clearance, visas, etc.

(5) The lead command, upon gaining member identity, should request area clearance on a one time basis through Commander, DARCOM, ATTN: DRXAM-GT-O.

f. Prepare plan of action.

(1) Planning for the QAT function shall begin at the time of case acceptance.

(2) A plan of action should be formulated to define what the team is to accomplish, determine support requirements from host country in terms of facilities and manpower, etc., depending on the nature and complexity of the item being furnished. Any unusual requirements such as fuel, facilities, tools, vehicles, special work areas, etc., should be communicated to US host country personnel far in advance of team arrival. In most instances, QAT members will hand carry any special tools and peculiar equipment required. QATs are intended to be self-supporting insofar as possible. In this regard, orders should be prepared authorizing excess baggage whenever tools, manuals, etc., must be transported.

(3) Team members and QAT chief shall always have required manuals in their possession, (i.e., -10 and -34P for materiel under their proponentcy).

g. Advise team members of roles. With gaining of candidate identification for QAT participation, it is the responsibility of the team chief to advise each member of their individual roles. What will be expected of each team member should be clearly defined. Each team member must be thoroughly familiar with all requirements and know what is expected for successful mission accomplishment. In this regard, the team member should plan for provision of required publications, tools, special test equipment and define in-country support requirements as appropriate and communicate same to the team chief.

h. Track shipment through ILSDP.

(1) Once major items/weapons systems are offered and accepted via implemented DD 1513, materiel is scheduled and reflected in the ILSDP. This is the primary tracking method for QAT scheduling. However, production slippages, strikes, freight forwarder schedules and other factors impact intended scheduling. In this regard, it is incumbent upon the team chief to track equipment status and advise team members as well as in-country US representatives.

(2) For impact or emergency shipments which are ordered on a quick reaction basis, the team chief shall gain all information from shipping activities, procurement sources and security assistance personnel relative to actual schedules.

i. Issue inspection instructions to source.

(1) The basic instrument for perpetuating inspection instructions to shipping activities is the-DARCOM Form 1488-R (International Logistics Quality Check) (DARCOM-R 702-3). This document should be forwarded to the shipping depot or DCAS at a time well in advance of the actual inspection to be performed. Inspection instructions should be complete, clear and also

indicate whether the quality check will be a delegated or joint inspection. Instructions such as "inspect in accordance with specification "X" or "as required" are not acceptable. All required detail--such as total quantity, sample size, characteristics to be tested for, materiel condition requirements, previous problems and the like--must be communicated. This document can be prepared at any time after sales case acceptance and forwarded when appropriate.

(2) Paint color detail should also be provided in DARCOM Form 1488-R.

j. Perform quality check at shipping source.

(1) Quality checks should be scheduled for accomplishment in sufficient time prior to release of materiel to allow for correction of deficiencies found as a result of the check. When joint quality checks are accomplished, the activity responsible for the end item condition should perform inspection to assure that items are acceptable and meet all case or contract requirements.

(2) Whenever sampling inspection is performed, objective evidence must be gained from the contractor/depot which clearly establishes that all materiel to be shipped has been inspected and conforms to specifications. To assume that materiel is acceptable may be a mistake. To find the mistake upon delivery is time consuming, costly and embarrassing to the United States Government.

(3) All observations and results thereof should be made a matter of record on the DARCOM Form 1445 (Depot Quality Audit Inspection and Mutual Security Program Materiel Quality Checks) for the end item, components, BII, etc.

(4) Photographs of items in unpackaged and packaged configuration shall be taken as necessary. This requirement can be communicated through DARCOM Form 1488-R if check is delegated.

(5) Results of subparagraphs (3) and (4) above establish the materiel audit trail. This data will be used in claims by customers to establish liability, (i.e., the United States Government, contractor, freight forwarder, stevedoring personnel, ships crew or the customer).

Note. Acceptance is accomplished on behalf of the customer by the United States Government and is a cardinal point in claims against the United States Government in terms of liability determination. Title to the materiel passes to the customer at the time/point of acceptance which is prior to pick-up by the customer's freight forwarder.

k. Verify proper preservation/packaging.

(1) Security Assistance shipments are normally afforded Level A/A preservation/packaging.

Exceptions to the rule are:

- (a) Grant Aid shipments/MIMEX - minimum protection.
 - (b) As-is, where-is items - none - customer provides for packaging levels
 - (c) Air shipments - Level B/B authorized
 - (d) Roll-on, roll-off (modified level A)
- (2) The paint color of major end items, components of end items (COEI) and on-vehicle equipment (OVE) are other than forest green in many cases. The actual color required is specified by color chip number in the LOA.

1. Perform port inspection.

- (1) This function continues the materiel condition audit trail established by the quality check.
- (2) At this point, the QAT chief or an assigned representative should validate condition of materiel and any damage introduced during transportation to the port.
- (3) The team member may offer advice to loading personnel/ship's crew on lifting technique/points and proper loading, blocking and bracing procedure. It is noted that neither the freight forwarder or ship's personnel are under contract with the United States Government and comments should be advisory and communicated as an aid to servicing personnel. With ship captain or mate's permission, the QA member shall validate that proper storage, blocking and bracing has been accomplished. Photographs should be taken (if permitted) of any damage that has been introduced.
- (4) In no instance should the QAT member attempt to give orders to any personnel assigned to loading operations. All comments shall be accomplished with proper tact and diplomacy since the QAT member is a guest of the stevedoring company or vessel's master.
- (5) For all actions, all recorded details and observations should form a part of the QAT Trip Report.
- (6) In the event major problems are observed, immediately advise your home station and HQ, USASAC, DRSAC-OQ (717) 782-6698/6697.

m. Notify MAAG/DAO of arrival date.

- (1) Information relative to vessel, name, sailing date, quantity of assets, projected sailing time and arrival date should be communicated to the host country US MAAG/MILGROUP/DAO, etc.

(2) This information should also contain available details as to QAT composition, arrival date, flight number, time of arrival, in-country billeting requirements and mission requirements such as interpreters, vehicles, test ranges, test tracks or other information (see para 3-1f above.)

(3) In all notification or correspondence with US in-country representatives, the case designator and major end item offered should be contained on the message/letter subject.

(4) Assure country clearance is obtained well in advance of travel.

3-2. OCONUS. a. Entrance/protocol briefs.

(1) Upon arrival in customer country, the QAT chief should arrange for an entrance interview with in-country US military or civilian representatives. At the entrance, the chief should present his letter of instruction, explain the mission, the plan of action, and provide data on other team members, problems, needs or other information. Local customs and advice, therefore, should be included as a matter of discussion.

(2) The US in-country representatives should make arrangements as appropriate for briefing to host country personnel.

(3) Transportation arrangements, ship/aircraft arrival dates, berthing priorities, deprocessing location, call up for remainder of team members or any other area should be discussed to assure smooth mission conduct.

(4) At the entrance briefing with US and customer representatives, proper attire is a feature of applying required decorum. A coat and tie is considered appropriate for this function regardless of climatic conditions. It is intended that the customer's first impression of the United States Government technical manager be favorable.

(5) It is during this time that initial impression is gained as to QAT competency and professionalism. Conduct of entrance briefing sets the climate for all involved persons in their early evaluation of the total mission and its success. Only the QA Team Chief and other specially assigned persons should participate in entrance/exit interview.

b. Call team forward as appropriate.

(1) Based upon firm arrival detail for the vessel/aircraft, a message/telephone call will be accomplished to call up the remainder of the QA Team. Their arrival should be scheduled so that the team will arrive one or two days prior to initiation of work at the deprocessing location. A full day should be planned, prior to initiation of deprocessing, to allow for individuals to adjust to time changes, accomplish currency exchanges, etc. To have members arrive concurrent with the assets at the deprocessing location and attempt work shortly thereafter is not in the team's best interest in terms of effectiveness.

(2) The team, upon arrival, will be fully briefed on prevailing conditions in-country, work location, work schedule, etc., to reaffirm for members their individual roles.

c. Monitor off-loading of vessel.

(1) The QA Team Chief, with required personnel, will arrive at port prior to unloading operations. A courtesy call will be made to the ship's captain or mate in charge. At this time, permission will be gained to inspect assets prior to discharge operations. This inspection will be made to determine damages introduced since the CONUS out-loading operation. If permitted, photographs will be taken of any damage discovered. The captain or authorized representative shall be advised that the request to observe unloading operations will be basically as an observer, but the QAT reserves the option to render any advice relative to technical considerations of the materiel. Copy of detail for any damages observed should be provided to the captain if requested.

(2) The spirit of these negotiations should be cordial, friendly, open and as an assist to the vessel master. It is noted that there is not contractual obligation on behalf of the vessel's master to the United States Government authority. Performing functions on-board ship can be carried out only with the captain's permission and as his guest.

(3) After completion of on-board inspection, information relative to lifting points, spreader bars and aids in unloading operation may be communicated to the vessel's mate or stevedoring personnel in charge of unloading operations.

(4) Stevedoring personnel are not a part of the ship's crew and, again, there is no United States Government - stevedoring company contractual authority. Any information given should be advisory and in the spirit of aiding stevedoring operations. In the event advice is ignored, do not persist in offering assistance.

(5) Any damage introduced while off-loading assets should be photographed (if permissible) and recorded.

(6) QA chief should attempt to determine where, as well as what, damages were incurred. Assignment of liability for damages could be to the United States Government, freight forwarder, the steamship company, stevedoring company or the customer. In this regard, the identification of where damage occurred is introduced as an important feature in liability assignment.

(7) Details of ship's unloading operation will form a part of the QAT final report.

(8) Due to lack of contractual and union commitments, which vary from country to country, QAT personnel will not become physically involved in unloading operations. In the event damage or injury is introduced due to QAT conduct in operations, the United States Government could be legally liable.

d. Assist in loading carriers.

(1) After ship off-loading, assets must be transported to the deprocessing location. Stevedoring, transit company or customer military personnel may accomplish this function. Whenever no trained drivers are available, QAT personnel will accomplish any drive on/drive off required.

(2) Assets may be placed upon carriers, trucks, trains or other means of transportation. For other than boxed cargo, vehicle lashing, blocking and bracing detail advice should be given.

(3) QA personnel should be completely knowledgeable in conduct of transportation operations for involved items.

(4) Any damage introduced during this function shall be recorded and photographed.

e. QAT deprocessing of assets.

(1) The QAT chief will assign work, schedule and provide other required information to team members, assuring that each member's efforts contribute to team effort. Utilizing the team concept, members may be used for efforts outside their normal areas of specialization for other required tasks.

(2) Deprocessing of items will be conducted on as many items as requested by the customer within time constraints of the authorized QAT mission. As a minimum, 10 percent of end items and related equipment will be accomplished. Components of End Items (COEI) i.e., machine guns, search-lights, communications, fire control and BII, will be installed/inventoried as appropriate.

(3) Deprocessing actions include:

(a) Completeness and condition of materiel including BII, COEI, and support equipment.

(b) Outfitting end items for operations.

(c) Pre-operational checks.

(d) Operational checks to demonstrate serviceability.

(e) Repair of materiel within team capability.

(f) Notification to CONUS of problems/progress by phone/teletype message. Include requests for assistance, prepare DARCOM Forms 1445.

(g) Formulation of Statement of Mutual Understanding.

(h) Provision of advice/assistance for ROD actions. RODs should be avoided whenever possible. (See ROD advice).

(i) Execution of Statement of Mutual Understanding, obtain required signatures.

(j) Accomplishment of formal exit briefing.

(k) Preparation of final report as required.

(1) The QAT chief will, upon direction of higher authority and/or as requested by host country representative, assist in the installation of ancillary equipment (e.g., electronic/communication, weapons, searchlights, etc.). The performance of this function, even though it may not be in the realm of the operational/responsibility of the QAT, will be additive to:

1. Prevent potential problems caused by inexperienced personnel.
2. Foster desired relationship with host country personnel.
3. Provide an awareness of DARCOM responsiveness to the customer needs.

f. Demonstrate procedure/inventory.

(1) A primary feature of the QAT is the function of transferring expertise to the customers wherein they may achieve self-sufficiency in receiving similar items on future shipments. Presence of Customer Technical Personnel should be requested during the entrance briefing.

(2) Whenever QAT technicians are preparing or checking materiel, the customer technical counterpart should be versed in procedure on a show and tell basis to provide for customer self-sufficiency/ proficiency for future shipments. Interpreters may be required for this function. With proper explanation and demonstration of deprocessing/check procedure by QA team members, the expertise should be passed on to the customer counterpart. One simple technique is to process one or more units in the customer technician's presence, then have the customer representative process the remaining units. The number of units/items demonstrated versus those processed by the customer can be adjusted based upon number of items, complexity, etc. This technique can be accomplished for electronics, fire control, armament, vehicles, tanks, end items or components thereof. The prime thrust is to give the customer those attributes required for them to do for themselves.

g. Demonstrate item serviceability.

(1) Items should be demonstrated as fully operational/ serviceable in the customer's presence. In those instances where the item(s) fail to meet all serviceability criteria, the discrepant conditions must be recorded and corrective action taken, or to be taken, will be made a matter of formal record and will form a part of the Statement of Mutual Understanding (SMU).

(2) If all items meet serviceability criteria, statements to that effect shall be included in the SMU.

h. Repair or take corrective action.

(1) QA team specialists should possess hands-on repair expertise for the technical intricacies of materiel within their technical speciality areas. Fire control technicians, for example, should be capable of trouble shooting of fire control systems, possess knowledge of high failure rate components, boresighting, etc.; armament personnel must also be able to boresight, install gun tubes, repair drives, feeds, etc.; communications specialists must be capable of operating equipment, trouble shooting of circuits and repair on location of most failed components. As a minimum, the communications specialist should be capable to isolate failed circuit cards or components and request replacement parts rather than complete units.

(2) In QAT member selection, QA chiefs should utilize all DARCOM worldwide personnel assets to gain highest level of professional expertise available. MSC and US Army depots are a primary source for gaining hands-on repair expertise. US contractors are another source of technical expertise and can be used for QA team augmentation.

(3) Whenever defects are isolated, the identity of the failed component should be communicated to the responsible subordinate command for repair advice or replacement through the QA Team Situation Report. Timeliness of replacement is essential to QAT's ability to field operational systems. For example, the RT-524 will not receive or transmit. Annotation in the SMU that a ROD is required is not appropriate. In the event the unit cannot be repaired in-country, the team chief should communicate the condition; request replacement of failed component or item; and request disposition instructions for failed unit. This may require the unit component to be hand-carried back to the US for repair. All appropriate actions should be exhausted before referring to a ROD submission which usually provides for a credit, not replacement parts/units.

(4) For items from new production, the involved command may obtain instructions/advice from the contractor and communicate that advice to the QA chief for inclusion in the SMU under "Actions Required or To Be Taken."

(5) In all instances for failed/missing/damaged materiel, the loop for actions to be taken must be closed.

i. Liability/RODs.

(1) QA team observations throughout the tenure of QAT function, starting from inception in CONUS, should result in a documented audit trail. This evidence will be used to determine defect/damage liability, and shall be included in the SMU. Photographic evidence can substantiate defect/damage data and provide visual evidence of what is often difficult to describe in technical terms.

(2) ROD advice should be given to customers to assure complete understanding of what a ROD will do/not do for them. ROD procedure is not

timely in terms of replacement/credit actions and may require a period of time for resolution.

(3) The DD 1513 states ROD provisions, i.e., RODs for materiel from US stocks may be honored for up to one year after delivery/ billing, whichever is later. Items shipped from new procurement sources may not be suitable candidates for ROD action. The DD 1513 and DOD legal determinations hold the United States Government and contractors without legal liability for items accepted by the United States Government from procurement sources on the customer's behalf. Upon acceptance by DCAS, title for the customer's materiel transfers to the customer at FOB origin. Subsequent to passage of title, any damage introduced past that time is not a matter for ROD action but rather a matter between the customer and the freight forwarder. Copy of AR 12-12 should be in the team chief's possession for information regarding RODs procedures.

(4) The QA Team Chief should provide advice to customers on how to prepare ROD submissions and should explain dollar limitations.

(5) Claims against the carrier (freight forwarder) should be accomplished in accordance with AR 55-38 for transportation type discrepancies. (For DTS shipment, see para m, below.)

(6) Customers should be advised to separately requisition required parts concurrent with a ROD submission, as most ROD actions result in credit actions, not parts replenishment. (See ROD advice).

j. Advise of problems via situation report.

(1) Team Chief should initiate situation reports (SITREPS) from customer country for the following activities:

- (a) Arrival notice.
- (b) Problems/progress of function.
- (c) Completion of function and return advice.

(2) With regard to (b) above, unusual problems should be communicated immediately upon observation. SITREP should state nature of problem, parts required, NSN, urgency and recommendations and exactly what guidance/advice is required. CDR USASAC ATTN: DRSAC-OQ will be included on all SITREPS either as the Action Office or for information. SITREPS can be accomplished by message or telephonically. USASAC AUTOVON is 977-6697/6698 or Commercial 717-782-6697/6698.

(3) Whenever systems/major end items are not operational due to need for replacement of component/repair part, and that component part cannot be located in customer's CSP, advice should immediately be offered. USASAC will attempt expedited delivery of part required on an "as needed" basis, based upon urgency.

k. Execute Statement of Mutual Understanding (SMU) and prepare trip report.

(1) The SMU is a formal record between the United States and customer government representative indicating agreement as to:

- (a) Materiel received and condition.
- (b) Deficiency/damage observed/shortages.
- (c) What corrective action will be accomplished/required.
- (d) Responsibility for corrective action.
- (e) Other pertinent information.

(2) The SMU is comprised of inspection results (DARCOM Form 1445) and copies of other inspection observations such as port inspections, damages introduced, by what party, and responsibility for correction. The SMU is intended to state what has been accomplished, the materiel condition, what is left to do and who will be responsible to accomplish what is left undone.

(3) Any documents, recommendations or observations made by the QAT will be included. A copy will be provided the customer and United States military representative in-country. The SMU also comprises part of the final QAT Trip Report. (See appendix for SMU format).

(4) The trip report should be a comprehensive document giving all details of the QAT mission from inception in CONUS to mission conclusion. This report is expected to be written in layman terms with content clear and concise in terms of mission conduct, problems, actions taken or required and success of the total effort. (See DARCOM-R 12-2).

(5) Any comment relative to constructive changes in QAT procedure will be evaluated for application on future efforts.

1. Take follow-up corrective actions/furnish trip report.

(1) The QAT mission is not considered complete until all required corrective actions are taken or assigned for action. In the event that contractors/depots need to adjust systems or processes, check parts or stock, furnish additional components or initiate other actions which may be required, the advice for accomplishment of the task must be communicated to the responsible action office. This includes notification to nA elements in DCAS or depot activities, whether Army, DLA, or GSA. Trip reports are monitored at USASAC for all aspects of mission accomplishment.

(2) Trip reports are required to be furnished the Commander, USASAC, ATTN: DRSAC-OQ, NLT 15 days after return of QAT/chief from customer country.

m. ROD advice. Advice to customers in this area can be a delicate matter. The following rules should be applied with caution so as to avoid any misunderstanding and avoid inference of liability by the contractor(s) or the United States Government.

(1) Parts/materiel supplied from United States stocks. A ROD may be submitted for replacement/credit provided conditions are as specified in AR 12-12. In most instances, only credit may be authorized.

(2) Parts/materiel supplied from new procurement.

(a) Acceptance at contractor's plant by DCAS on behalf of customer is final. Title for the materiel transfers to the customer at FOB origin. Contractors and United States Government are held blameless insofar as legal liability unless there are special considerations which must be considered on a case by case basis. These special considerations are specified in DARCOM-R 735-5. A ROD submission for defective materiel from procurement is inappropriate in most cases, unless warranties are included in the sales case and contract.

(b) Whenever major problems arise which degrade the weapons system or item's ability to achieve operational status, an explanation of such problems shall be forwarded immediately via SITREP to gain required advice on the course of action to be taken.

(c) Insofar as possible, within courses of action available, contractors should be given the opportunity to make good for defective materiel acquired by the United States Government. Procurement personnel shall make every reasonable effort to gain appropriate corrective action from contractors in this regard. (See DOD 4155.1).

(d) Customers may be advised that QA team efforts will include notification to contractors of problems and United States Government attempts on the customer's behalf will be accomplished in the same manner in which the United States Government would seek recourse for items they procured for themselves. The key to any success in this area is timely notification of involved personnel and contractors of the problem with a request for appropriate corrective action.

(3) Damage during transportation. A ROD is inappropriate for damages introduced past the point of transfer of title. Damage claims, unless shipment is by United States Government Defense Transportation System (DTS), shall be made to the freight forwarder. Claims against the DTS can be accomplished via SF Form 363 (Discrepancy in Shipment Confirmation-(DISCON)). (See AR12-12).

(4) Minimization of ROD submissions. With a properly staffed QAT team and hands-on repair expertise, ROD submissions can be minimized.

(5) Assist in ROD preparation. In the event procedures for accomplishment of ROD are not known by customer/United States in-country personnel, the QAT representative should assist in explaining ROD preparation and procedure.

(6) Parts resupplied. ROD resolution costs money and manpower, is slow to finalization, and the ROD may or may not be approved. If replacement parts are required, the customer should immediately re-requisition the parts required with any approved ROD credit actions to follow at a future date.

CHAPTER IV

PROCEDURES

4-1. Technical skills/personal attributes. a. When staffing the QAT, care must be exercised to select individuals who are mature, stable, and psychologically suited to perform this type of mission. In addition and foremost, QAT candidates must possess the technical expertise with hands-on experience required to make technical correction of deficiencies at the delivery/deprocessing location.

b. Candidates should be drawn from the best qualified personnel in MSCs, depot activities, arsenals, installations and contractor facilities. Selection of QAT personnel from such appropriate technical specialities as quality assurance, maintenance, supply, production, transportation, and logistics will be based on knowledge considered essential for materiel being delivered to FMS customers.

c. Staffing of the QAT need not be expanded to encompass all these technical areas. In some instances, one qualified individual may perform the entire QAT mission.

4-2. Conduct of in-country QAT mission. The QAT will:

a. Observe and/or respect all local laws, social habits, local customs, religions, languages, styles of dress and modes of life.

b. Avoid direct/indirect discussions on political, social, religious, military and/or other controversial subject matters with local residents/customer country representative(s).

c. Maintain low profile and proper dress code at all times. Seek assistance and advice from US Embassy, Consulate, MAAG, MILGROUP, ODC and/or JUSMAT personnel in planning where, when and what to do during off duty hours.

d. Acquire/understand local customs, social habits, beliefs and moral codes prior to arrival in country by obtaining/reading area handbook on the country to be visited.

e. Avoid any discussion of liability/compensation for major problem areas with military/civilian customer country representatives concerning materiel/equipment and/or services/support being offered and/or previously fielded in country. Questions in this regard should be communicated in SITREP.

f. Consistently conduct one's self in a manner above reproach; avoid any/all actions which may result in or create any appearance to the contrary.

g. Avoid patronizing bars, restaurants, nightclubs and/or areas considered inappropriate as designated by the United States Government in-country representatives.

h. Advise US Embassy/Consulate or any United States Government in-country representatives with whom the QAT has a point of contact (POC) of team's whereabouts at all times.

4-3. QAT chief assignment. a. From time to time requirements or special considerations may dictate assignment of an overall mission chief from HQ USASAC for Impact or Special Area Shipments. This assignment, when accomplished, provides the DARCOM interface to the customer. When assigned, this individual normally has authority to speak on behalf of the Army's Executive Agent for Security Assistance matters and can direct actions above the authority of the QAT.

b. This assignment is not intended to diminish the authority or responsibility of the lead command's normally assigned QA Team Chief. All technical and administrative duties normally performed by the MSC QA Team Chief will be maintained by the MSC Chief. USASAC mission will render any assistance required by this team.

4-4. Duration of QAT mission. a. The stay in any foreign country is normally 2 weeks duration.

b. If it is determined that additional time is required to complete the mission, authorization will be obtained by the QAT Chief from the responsible commodity commander.

c. Message traffic requesting authorization for QAT extension should include but not be limited to, the following information:

- (1) Additional time required to complete mission objectives.
- (2) Individual team member considered essential to mission completion.
- (3) Current status of operation and significant action(s) required to accomplish mission objective.

d. Initiator perpetuating QAT message traffic will include a copy to: Commander, USASAC, ATTN: DRSAC-OQ, New Cumberland Army Depot, New Cumberland, PA.

4-5. Conclusion of the mission. The QAT Team Chief will:

a. Conduct an exit interview with the responsible in-country US Government representative, i.e., MAAG, ODC, JUSMAT and/or US Embassy personnel and the customer.

b. Obtain signatures on SMU.

c. Make protocol visits on US and foreign country officials as recommended by the in-country US representative.

4-6. Trip report. The QAT Team Chief will:

a. Prepare a trip report of events/significant action and activities of the team efforts in-country.

b. Provide photographic coverage of problem areas, damaged materiel, deficiencies and/or incidents.

c. Include a signed Statement of Mutual Understanding.

d. Provide recommendations upon which action can be initiated to improve the quality and delivery of materiel/equipment.

e. Copies of trip report (plus DARCOM Form 1445) will be provided to MSCs, depot, arsenal, supply and shipping activities as specified in DARCOM-R 12-2.

f. A copy of the trip report (plus DARCOM Form 1445) will be forwarded to the US Army Security Assistance Center, ATTN: DRSAC-OQ, New Cumberland Army Depot, New Cumberland, PA 170i0, no later than 15 days after return of the QAT to CONUS.

CHAPTER V

SECURITY OF US PERSONNEL

5-1. Introduction. The actions of worldwide and local terrorist groups pose a serious threat to the lives and security of US personnel traveling overseas. More than half of the 1,600 terrorist incidents reported since 1968 occurred in Latin America, Western Europe and the Middle East countries, and are considered the most dangerous regions for US citizens. These figures illustrate the seriousness of the present terrorist threat to US citizens traveling or stationed abroad. It is understood that not every US citizen traveling or stationed overseas will be a target or victim of a terrorist act; however, Americans are often singled out because terrorists know that an attack against a US citizen will not be ignored and will receive wide publicity. Terrorist groups often equate the American citizen or official with the US Government and its foreign policies; so hostile acts committed against US citizens serve as a manifestation of displeasure with the US democratic system, or Western Bloc. Radicals may also seek to embarrass the host government by committing acts of terrorism/violence, to highlight the ineffectiveness of the host government. In several recent instances, US Military personnel and facilities overseas have been the object of terrorist attacks. There is no absolute protection against terrorism. There are, however, a number of reasonable precautions that QAT members can take that provide some degree of individual protection and may serve as psychological deterrents to would-be terrorists.

5-2. Prior to departing CONUS. Travelers should receive briefing at parent location on threats in the geographical area to be visited. Should such information be unavailable, contact DRSAC-OQ for information in this regard.

5-3. OCONUS security briefing. Upon arrival in customer country, the QAT Chief/USASAC Representative should arrange for a security briefing with the in-country military and/or civilian security officer, to discuss and assure all QAT members are apprised of local terrorist threats and necessary precautionary actions. This information is available at the US Embassy/Consulate or major military installations located in the country being visited. USASAC Mission Chiefs accompanying QATs will provide additional advice in this area of concern to all team personnel.

5-4. Improve security. A good personal security program is very important. Remember that the terrorist group looks for a potential target who best suits its political/economical needs and who, at the same time, has the weakest personal security defense. A few common sense precautions by QAT members can greatly reduce the vulnerability to becoming a target while traveling abroad. The following list of personal security precautions is intended to serve the QAT member as a guide -in maintaining a low profile while performing his mission in the host country.

a. Avoid being conspicuous in your choice of dress. Wear clothing that is conservative and that will not make you stand out as an American, i.e., cowboy hats, etc. Dress should be in good taste and blend with that of the local business populace.

b. Avoid being rude or boisterous.

c. Don't display large sums of money.

d. Avoid being seen in public with local members of the opposite sex, especially in Mid-East countries.

e. Whenever possible, travel in groups.

f. Avoid areas, restaurants, bars or clubs, etc., considered off-limits by in-country US Representatives.

g. Suppress the "I am an American" syndrome.

5-5. Protective guidelines. QAT members can, by following four simple guidelines, make themselves a more difficult target for terrorists. Terrorists cannot afford to fail or look clumsy. Their actions must be professional and fully successful in order to project a viable image, enhance their reputations with the target audience and improve their recruiting appeal. For these reasons, terrorists must have virtually a one hundred percent assurance of success before they choose their targets and launch an operation. Consider these points in your daily activities:

a. Avoid patterns.

b. Limit intelligence about yourself.

c. Maintain a low profile.

d. Be knowledgeable of any known local threat by proper briefings. In all cases, good judgement and common sense can prevail.

5-6. Policy on terrorism. a. The US Government condemns terrorism. It will not pay ransom in cases of abduction, and urges this policy on other governments. As a Government, the US will not negotiate for the release of Americans who have been kidnapped, and supports the principles of international law which hold that the host government is responsible for providing protection to foreign nationals within US territory, to include securing their safe release from captors.

b. Hopefully you will never need any of this information, but you may now have some understanding of a few of the "how to's" in order to protect yourself from terrorism. You will have derived little benefit from this chapter unless you follow the four guidelines suggested earlier. "Playing the Odds" can lead to misfortune. If you are really on guard, and present a difficult target, then there is a high probability that you will never be tested.

Appendix

STATEMENT OF MUTUAL UNDERSTANDING

The letter of instruction prepared by the MSC(s) and issued to the QAT Chief will contain a Statement of Mutual Understanding for use by the QAT in performance of the QAT mission with the host country and United States Government representatives.

A recommended format which may be used for the statement is as follows:

"STATEMENT OF MUTUAL UNDERSTANDING

ITEM: (Cite Major Item/Equipment)

"QUALITY ASSURANCE TEAM"

To the country of: (Cite Name of Country)

ARRIVAL: (Cite Date) DEPARTURE: (Cite Date)

FMS Case (Cite Case Identifier)

PART I

Deficiencies of damage observed during offloading operations.

<u>Serial No.</u>	<u>Condition</u>	<u>Corrective Action Required</u>
_____	_____	_____

PART II

Condition of materiel (including complete basic issue items) observed during deprocessing.

<u>Serial No.</u>	<u>Condition</u>	<u>Corrective Action Required</u>
_____	_____	_____

PART III

Preoperational Checks.

<u>Serial No.</u>	<u>Condition</u>	<u>Corrective Action Required</u>
_____	_____	_____

Figure A-1.

PART IV

Operational Checks.

<u>Serial No.</u>	<u>Condition</u>	<u>Corrective Action Required</u>
_____	_____	_____

PART V

General Comments:

a. Operator's manuals are provided for the equipment processed. Manuals contain proper operating instruction. Any deviation may cause unwarranted malfunction and/or damage to components and hinder operating capability or effect reliability of the equipment.

b. This shipment of (cite major item/equipment) was inspected by QA Team under FMS Case _____. It was inspected for damages and completeness. Any equipment discovered to be non-operational, damaged or missing, has been noted within this statement of mutual understanding. Corrective action will be/or has been taken by the QAT Chief to correct all deficiencies noted in this agreement as specified herein.

c. Acceptance of this shipment of (cite major item/equipment) does not preclude the Government of (cite country) from submitting Reports of Discrepancy (RODs) for deficiencies that were not discovered during in-country visit of QAT. Reports of Discrepancies can be submitted in accordance with AR 12-12.

d. Personnel contacted:

Quality Assurance Team Chief

Date: _____

Host Government Representative

Date: _____

MAAG/ODC/DAO Representative

Date: _____

The proponent of this publication is the HQ, DARCOM, US Army Security Assistance Center. Users are invited to send comments on DA Form 2028 (Recommended Changes to Publications and Blank Forms), to the Commander, USASAC, ATTN: DRSAC-MS, 5001 Eisenhower Ave., Alexandria, VA 22333.

FOR THE COMMANDER:

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